

Message Text

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PAGE 01 KUWAIT 02773 01 OF 04 090831Z
ACTION NEA-11

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UNCLAS SECTION 1 OF 4 KUWAIT 2773

DEPARTMENT FOR NEA/EX

E.O. 11652: N/A
TAGS: OGEN, AFSP, KU
SUBJ: FY1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
PROCESS: PART I.

REF: (A) STATE 63477, (B) STATE 82419, (C) STATE 85283,
(D) KUWAIT 2439, (E) KUWAIT A-004, FEB 1, 1978.

SUMMARY. EMBASSY KUWAIT'S GORM SUBMISSION CONSISTS OF ZBB-I AND ZBB-II WORKSHEET POUCHED TO NEA/EX; THIS TELEGRAM, WHICH INCLUDES FOUR DECISION PACKAGES COMPRISING ZBB-III, FOLLOWED BY THE NARRATIVE DISCUSSION OF STATE NON-PERSONNEL RESOURCES; AND A SECOND CONSEQUENTLY NUMBERED CABLE CONTAINING THE AMBASSADOR'S EVALUATION OF AGENCIES OTHER THAN STATE, FOLLOWED BY IDENTIFICATION OF THE TEN PERCENT OF USG ACTIVITIES IN KUWAIT OF LEAST IMPORTANCE TO ATTAINMENT OF AGREED MISSION GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES. END SUMMARY.

GORM FY80 - ZBB-III - PART I - STATE POSITIONS

1. DECISION UNIT: KUWAIT
2. PACKAGE I OF IV
3. ACTIVITY DESCRIPTION: AT 90 PERCENT OF OUR CURRENT LEVEL,
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THE EMBASSY CAN PURSUE ALL THE MAJOR AGREED US GOALS AND OBJECTIVES IN KUWAIT, BUT IN A LESS EFFECTIVE FASHION. IT WILL BE RENDERED MUCH LESS EFFICIENT IN COMMERCIAL PROMOTION AND WILL BE SEVERELY HAMPERED IN CARRYING OUT A NUMBER OF ESSENTIAL ACTIVITIES. EMBASSY ACTIVITIES AT THE 90 PERCENT LEVEL DIFFER FROM OUR CURRENT MIX PRINCIPALLY IN THAT ECONOMIC REPORTING AND COMMERCIAL PROMOTION ACTIVITY WILL BE REDUCED,

AND IN THAT AVAILABLE STENOGRAPHIC RESOURCES WILL BE STRETCHED TOO THIN ADEQUATELY TO SUPPORT EMBASSY ADMINISTRATION. THE ABSENCE OF A NEEDED CONSULAR LOCAL EMPLOYEE WILL REDUCE EFFICIENCY AND REQUIRE CONTINUED HEAVY OVERTIME IN THE PROVISION OF NECESSARY CONSULAR SERVICES.

THE FOUR-MAN EXECUTIVE OFFICE (TWO OFFICERS, TWO STAFF) WOULD BE UNHAMPERED AS TO POLICY FORMULATION AND MISSION MANAGEMENT AS WELL AS IN ITS REPRESENTATIONAL ACTIVITIES IN SUPPORT OF GOALS I, II, III AND V.

THE POLITICAL SECTION CHIEF WOULD CONTINUE THE SECTION'S PRESENT PROGRAMS IN SUPPORT OF GOALS I, III, IV AND V.

THE ECONOMIC/COMMERCIAL SECTION REDUCED BY ONE OFFICER TO A LEVEL OF SEVEN (2 OFFICERS, ONE STAFF, AND FOUR FSLs) COULD CONTINUE TO CONDUCT ESSENTIAL HIGH PRIORITY ACTIVITY ASSOCIATED WITH GOALS II AND III. HOWEVER, COMMERCIAL PROMOTION ACTIVITY WOULD BE REDUCED AND ECONOMIC REPORTING WOULD BE CONCENTRATED ON THE MOST URGENT MAJOR ISSUES AT THE EXPENSE OF LESS CRITICAL BUT HARDLY MARGINAL REPORTING.

THE ADMINISTRATIVE SECTION, REDUCED BY ITS ONLY AMERICAN SECRETARY AND BY A LOCAL STENOGRAPHER, WOULD OPERATE AT A LEVEL OF 32 (4 OFFICERS, 6 STAFF, AND 22 FSLs). THE PREPARATION OF ADMINISTRATIVE REPORTS AND INTERNAL MANAGEMENT DOCUMENTS

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WOULD SUFFER: HIGH VOLUME WORK NOW PRODUCED BY A HIGHLY COMPETENT AMERICAN SECRETARY WOULD BE DONE MUCH MORE INEFFICIENTLY BY LOCALLY EMPLOYED CLERK TYPISTS, AND CLASSIFIED MATERIAL WOULD BE HANDLED BY THE AMERICAN SECRETARIES IN THE SUBSTANTIVE SECTIONS OF THE EMBASSY, ADDING TO THEIR ALREADY HEAVY WORKLOADS. THIS WOULD PARTICULARLY IMPACT ON THE EFFICIENCY OF THE REGIONAL SECURITY OFFICER, THE POSITION UNDER DISCUSSION BEING ONE FUNDED BY THE OFFICE OF SECURITY PRIMARILY TO SUPPORT THE RSO AND SECONDARILY FOR GENERAL ADMINISTRATIVE SECTION ACTIVITIES.

THE FOREIGN SERVICE NURSE POSITION HAS GONE UNFILLED FOR MORE THAN TWO YEARS. THE REGIONAL MEDICAL OFFICER STATIONED IN KUWAIT PROVIDES MEDICAL COVERAGE WHEN HE IS NOT ON LEAVE OR TRAVELING AMONG HIS SERVICED POSTS. MEMBERS OF THE US MILITARY ASSISTANCE MISSION IN KUWAIT COME HERE ON THE UNDERSTANDING, BASED ON AGREEMENT BETWEEN THE USG AND THE GOVERNMENT OF KUWAIT, THAT AN AMERICAN MEDICAL AUTHORITY WILL BE AVAILABLE WITH DISCRETION TO HELP DETERMINE WHETHER US MILITARY PERSONNEL MAY BE MEDICALLY EVACUATED AT KUWAITI EXPENSE. ELIMINATION OF THE FS NURSE POSITION, AS A BACK-UP DURING ABSENCES OF THE RMO, REPRESENTS A DEGRADATION OF OUR CAPABILITY TO SUPPORT THIS UNDERTAKING, AND EXPOSES THE EMBASSY TO THE RISK THAT WE MAY BE

UNSUCCESSFUL IN FINDING ADEQUATING CONTRACT NURSING SERVICE
IN A COMMUNITY WHERE SUCH SKILLS ARE RARE.

THE ELIMINATION OF THE PLANNED NEW FSL POSITION IN THE
CONSULAR SECTION WOULD LEAVE THAT SECTION OPERATING WITH
SIX PERSONS (2 OFFICERS, 4 FSLs). THE ANTICIPATED INCREASE
IN VISA, PASSPORT AND NOTORIAL ACTIVITY WOULD SUFFER WITH
RESPECT TO TIMELINESS AND ACCURACY AS THE FOUR FSLs WOULD BE
OBLIGED TO WORK HEAVY OVERTIME TO ACCOMPLISH THE WORK OF THE
ELIMINATED FIFTH POSITION.

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4. RESOURCE REQUIREMENTS:

THIS FY80
FY78 FY79 PKG ONLY CUMUL

OFFICERS	17	17	16	16
STAFF	12	12	10	10
FSLs	34	34	32	32
TOTALS	63	63	58	58

POSITIONS ABOLISHED: (1) US: 20-032, E/C OFFICER; 56-043,
SECRETARY; 59-044, NURSE. (2) FSL: L-36, STENOTYPIST;
L-16, ADMIN ASST.; CONSULAR POSITION TO BE ESTABLISHED IN
FY-80, NOT YET NUMBERED.

5. IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES, AND ESSENTIAL
ACTIVITIES. THE BASIC STRUCTURE OF THE EMBASSY USED TO SUPPORT
ALL OUR STATED MAJOR GOALS AND OBJECTIVES IN KUWAIT WOULD
REMAIN INTACT AT THE 90 PERCENT LEVEL. TRADE PROMOTION, HOWEVER,
LISTED AS A SUB-GOAL UNDER ITEM II OF OUR MAJOR GOALS AND
OBJECTIVES, CONSTITUTES AN ESSENTIAL AND HIGHLY DESIRABLE EMBASSY
ACTIVITY, ABSORBING MUCH CURRENT MANPOWER. THE ABSENCE OF
THE THIRD ECONOMIC/COMMERCIAL OFFICER WOULD REDUCE THE

EFFECTIVENESS OF OUR COMMERCIAL PROMOTION ACTIVITY CONSIDERABLY. ALREADY OVERWORKED AT THE CURRENT LEVEL, THE SECTION WOULD HAVE TO CUT BACK DRASTICALLY ON OFFICER TIME SPENT COUNSELING AMERICAN BUSINESSMEN. THE SECTION WOULD HAVE LESS INFORMATION

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AVAILABLE FOR THESE VISITORS AS TOTAL TIME SPENT COLLECTING COMMERCIAL INTELLIGENCE WOULD BE CUT. ECONOMIC MATTERS OF THE HIGHEST IMPORTANCE WOULD CONTINUE TO RECEIVE IN-DEPTH, TIMELY REPORTING COVERAGE, AND REPRESENTATIONS TO THE GOVERNMENT OF KUWAIT ON ECONOMIC POLICY ISSUES WOULD CONTINUE, BUT OTHER ECONOMIC REPORTING REQUIREMENTS AND ADHERENCE TO CERP SCHEDULES WOULD SUFFER. CERTAIN ACTIVITIES WHICH ARE NOW RELATIVELY MARGINAL, SUCH AS LABOR REPORTING, WOULD PROBABLY BE DROPPED ALTOGETHER.

THE LOSS OF SKILLED STENOGRAPHIC TALENT TO THE ADMINISTRATIVE SECTION WOULD IMPACT VERY SEVERELY ON MANY ACTIVITIES WHICH ARE ESSENTIAL TO THE EMBASSY IN MANAGING ITS RESOURCES AND IN MEETING WASHINGTON REQUIREMENTS OF AN ADMINISTRATIVE NATURE, BUT WHICH DO NOT RELATE DIRECTLY TO THE ACHIEVEMENT OF FOREIGN POLICY OBJECTIVES. PREDICTABLY, THE EMBASSY WOULD INCREASINGLY FAIL TO RESPOND TO INSTRUCTIONS FOR THE PREPARATION OF DETAILED REPORTS AND ANALYSES IN THE ADMINISTRATIVE SPHERE, AND INTOLERABLE DELAYS AND ERRORS WOULD BEGIN TO CREEP INTO OUR HANDLING OF IMPORTANT PERSONNEL AND RESOURCE MATTERS, IMPACTING SEVERELY ON STAFF MORALE. TIME OTHERWISE SPENT BY THE ADMINISTRATIVE AND SECURITY OFFICERS IN MANAGEMENT FUNCTIONS WOULD HAVE TO BE DEVOTED TO HOUSEKEEPING CHORES NOW PERFORMED BY THE AMERICAN SECRETARY.

1. DECISION UNIT: KUWAIT

2. PACKAGE II OF IV

3. ACTIVITY DESCRIPTION: AT THE 95 PERCENT LEVEL TRADE PROMOTION AND ECONOMIC REPORTING ACTIVITY WOULD BE RESTORED TO THEIR CURRENT ACCEPTABLE BUT TAXING LEVEL. THE RESTORATION OF THE AMERICAN RSO/ADMINISTRATIVE SECRETARY WOULD ENABLE THE

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ADMINISTRATIVE SECTION TO MEET ALL HIGH PRIORITY CLERICAL GOALS AND WOULD FREE THE RSO AND ADMINISTRATIVE OFFICER FROM A NUMBER OF DETAILED TASKS AND ALLOW THEM BETTER TO PERFORM VITAL SUPERVISORY FUNCTIONS. THE ABSENCE OF A FSL STENO/TYPIST HOWEVER WOULD MEAN A CONSTANT BACKLOG IN PRODUCTION OF NECESSARY ROUTINE

CORRESPONDENCE ON ADMINISTRATIVE MATTERS.

RESTORATION OF THE PLANNED CONSULAR SECTION LOCAL POSITION
WOULD HOPEFULLY ENABLE THAT SECTION USUALLY TO MEET ITS
STATUTORY WORKLOAD WITHIN NORMAL WORKING HOURS. THE LACK
OF THE FS NURSE POSITION WOULD BE A DETRIMENT AS DESCRIBED IN
PACKAGE I ABOVE.

4. RESOURCE REQUIREMENTS:

THIS FY80
FY78 FY79 PKG ONLY CUMUL

OFFICERS	17	17	1	17
STAFF	12	12	1	11
FSLs	34	34	2	34
TOTALS	63	63	4	62

POSITIONS ABOLISHED: (1) US: 59-044, NURSE. (2) FSL: L-36,
STENO-TYPIST.

5. IMPACT ON CURRENT US POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES: AT THE 95 PERCENT LEVEL THERE WOULD BE LITTLE IMPACT
ON THE EMBASSY'S PURSUIT OF ITS AGREED GOALS AND OBJECTIVES.
THE SHORTAGE OF CLERICAL STAFF IN THE ADMINISTRATIVE SECTION,
HOWEVER, WOULD CONSTITUTE A SERIOUS OBSTACLE, TO BE OVERCOME
PRINCIPALLY THROUGH OVERTIME OF OTHER EMPLOYEES, TO
PERFORMANCE OF MANY ESSENTIAL ACTIVITIES WITHIN THE ADMINISTRATIVE
SPHERE.

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1. DECISION UNIT: KUWAIT

2. PACKAGE III OF IV

3. ACTIVITY DESCRIPTION: ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF THE AGREED POLICY GOALS AND OBJECTIVES.

4. RESOURCE REQUIREMENTS:

THIS FY80
FY78 FY79 PKG ONLY CUMUL

OFFICERS	17	17	0	17
STAFF	12	12	1	12
FSLS	34	34	1	35
TOTALS	63	63	2	64

5. IMPACT STATEMENT: WHILE ALL CURRENT ACTIVITIES WOULD BE CONTINUED AT THIS LEVEL, EMBASSY RESOURCES WILL BE STRETCHED TO THE LIMIT IN MOST SECTIONS OF THE EMBASSY. AT THE CURRENT LEVEL WE CONTEMPLATE THE NEED FOR CONTINUED HEAVY OVERTIME IN THE EXECUTIVE SECTION, ECONOMIC/COMMERCIAL SECTION AND ADMINISTRATIVE SECTION. IF OUR PROJECTIONS OF AN INCREASED WORKLOAD IN THE CONSULAR SECTION PROVE CONSERVATIVE, THE ENHANCED STAFF OF THE CONSULAR SECTION INCLUDED IN THE "CURRENT LEVEL" WILL BE INADEQUATE UNLESS SUBSTANTIAL OVERTIME IS UNCLASSIFIED

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PERFORMED. IN SHORT, THE CURRENT LEVEL CONSTITUTES "BARE BONES" STAFFING OF EMBASSY KUWAIT.

1. DECISION UNIT: KUWAIT

2. PACKAGE IV OF IV

3. ACTIVITY DESCRIPTION: AT 106 PERCENT OF CURRENT LEVEL, ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY WOULD BE CONTINUED IN SUPPORT OF ALL AGREED POLICY GOALS AND OBJECTIVES. THE PRESENCE OF AN ASSISTANT GENERAL SERVICES OFFICER WILL BE ESSENTIAL IF AMERICAN STAFF INCREASES IN ANY RESPECT, AND WILL PROVIDE INCREASED, EFFICIENT USE OF PHYSICAL RESOURCES AND ADEQUATE HANDLING OF PERSONNEL MATTERS WITH RESULTANT BENEFITS TO EMPLOYEE MORALE AND EFFICIENCY. AN ADDITIONAL ECONOMIC/COMMERCIAL OFFICER IS NEEDED TO HANDLE RAPIDLY EXPANDING REQUIREMENTS. THE ADDITION OF A LOCAL EMPLOYEE IN THE COMMUNICATIONS AND RECORDS SECTION WILL SHARPLY REDUCE THE TIME SPENT BY AMERICAN OFFICERS PROCESSING UNCLASSIFIED TELEGRAPHIC TRAFFIC AND ENABLE C&R TO BE MORE TIMELY IN ITS PRODUCTION OF IMPORTANT MESSAGE TRAFFIC. AN ADDITIONAL FSL STENOGRAPHER WILL REDUCE TO MANAGEABLE SIZE THE BURDEN OF ECONOMIC AND COMMERCIAL PAPERWORK WHICH AT THE CURRENT LEVEL STRETCHES THE EMBASSY'S RESOURCES TO THE LIMIT.

4. RESOURCES AND REQUIREMENTS:

THIS FY80
FY78 FY79 PKG ONLY CUMUL

OFFICERS 17 17 2 19
STAFF 12 12 0 12
FSLs 34 34 2 37
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TOTALS 63 63 4 68

POSITIONS ADDED: (1) US: ASST. GSO, E/C OFFICER. (3) FSL: C&R
ASST., E/C CLERK.

5. IMPACT STATEMENT: WHILE PURSUIT OF AGREED UPON GOALS AND OBJECTIVES IS, AS INDICATED IN EARLIER DECISION PACKAGES, ADEQUATELY CONDUCTED AT CURRENT RESOURCE LEVELS, THE ESSENTIAL ACTIVITIES OF THE EMBASSY NOT DIRECTLY RELATED TO THOSE GOALS AND OBJECTIVES ARE IN SOME RESPECTS NOT ADEQUATELY STAFFED. WITH THE INEVITABLE ADDITION TO STAFF OF EMPLOYEES FROM VARIOUS GOVERNMENT AGENCIES, THE ADMINISTRATIVE SECTION, ESPECIALLY, WILL FIND IT IMPOSSIBLE TO PROVIDE THE NECESSARY PERSONNEL AND GSO SERVICES REQUIRED TO SUPPORT AN ENLARGED STAFF. THE ADDITION OF AN ASSISTANT GSO SHOULD PROVIDE THE NECESSARY DEGREE OF SUPERVISION OVER A BASICALLY UNSKILLED EMBASSY MAINTENANCE CREW SO AS TO COPE ADEQUATELY WITH MAINTENANCE OF EMBASSY HOUSING AND HOUSEHOLD EQUIPMENT. THE PRESENCE OF THIS ADDITIONAL OFFICER IN THE ADMINISTRATIVE SECTION WILL PERMIT THE ADMINISTRATIVE OFFICER MORE TIME FOR THE CAREFUL HANDLING OF THE PERSONNEL FUNCTION, AND THE SOLUTION OF PERSONNEL PROBLEMS WHICH OTHERWISE IMPACT ADVERSELY ON MORALE.

THE BURGEONING VOLUME OF TELEGRAPHIC TRAFFIC HAS MEANT INCREASED DELAYS IN ITS PROCESSING BY AMERICAN C&R OFFICERS. THE ADDITION OF A LOCAL EMPLOYEE TO HANDLE MUCH OF THE UNCLASSIFIED TRAFFIC WILL REDUCE THIS BURDEN, FACILITATING THE MORE PROMPT PROCESSING OF IMPORTANT CLASSIFIED TRAFFIC AND ELIMINATING SOME OF THE PRESSURE ON C&R WHICH CAN CAUSE ERRORS. THE NEED FOR THIS EMPLOYEE COULD BE ELIMINATED BY THE INSTALLATION OF TERPS PRIOR TO FY80.

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RECENT HISTORY INDICATES THAT US/KUWAITI COMMERCIAL AND FINANCIAL RELATIONS WILL CONTINUE TO GROW AT A RAPID RATE. THE THREE-MAN ECONOMIC/COMMERCIAL SECTION OF THE CURRENT LEVEL CAN COPE WITH CURRENT NEEDS BUT ONLY AT THE COST OF OVERTIME WHICH ALREADY AVERAGES CLOSE TO HALF AN ADDITIONAL OFFICER/YEAR, AND WITHOUT THE PERFORMANCE OF CONSIDERABLE ALERT REPORTING WHICH WOULD ENHANCE OUR CONTRIBUTION TO IMPORTANT EXPORT PROMOTION ACTIVITIES. THE ADDITION OF A FOURTH ECONOMIC/COMMERCIAL OFFICER WOULD BETTER ENABLE US TO MEET AGREED UPON GOALS AND OBJECTIVIES IN THE ECONOMIC AND COMMERCIAL AREA AND ESPECIALLY TO MORE ADEQUATELY SERVICE THE AMERICAN BUSINESS COMMUNITY INTERESTED IN EXPORT TO KUWAIT AND THE PERSIAN GULF. THE ADDITION OF A FS LOCAL SECRETARY WILL TAKE SOME OF THE PRESSURE OFF THE PRESENT, HARD-PRESSED AMERICAN SECRETARIAL POSITION IN THE C/C SECTION AND REINFORCE THE ABILITY OF THE SECTION TO MEET WASHINGTON DEADLINES FOR THE PRODUCTION OF REPORTS.

GORM FY80 - ZBB III - SUPPLEMENT OT PART I

NON-PERSONNEL RESOURCES

SALARIES AND ALLOWANCES TAKE UP BY FAR THE LARGEST PERCENTAGE OF THE POST'S OVERALL BUDGET. IN FY-79, FOR EXAMPLE, SALARIES AND ALLOWANCES PAID TO DIRECT HIRE EMPLOYEES AND TO OTHER INDIVIDUALS THROUGH CONTRACTS AMOUNTED TO 60 PERCENT OF THE POSTS'S S&E BUDGET. THE NEXT LARGEST ITEM IN THE BUDGET IS
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RESIDENTIAL RENTS, ACCOUNTING FOR 18 PERCENT OF OUR FY-78 S&E EXPENDITURES. THE OTHER MAJOR ITEMS IN OUR BUDGET (MAINTENANCE, EQUIPMENT, ETC.) ARE EXPENDED IN DIRECT SUPPORT OF THE STAFF OF THE EMBASSY. IF A REDUCTION IN THE EMBASSY'S STAFF SUCH AS THOSE DESCRIBED IN PACKAGES I AND II ABOVE WERE TO OCCUR, MINOR SAVINGS WOULD RESULT FROM THE REDUCTION IN LEASE AND UTILITY COSTS FOR THE AMERICANS WHOSE POSITIONS WERE CUT. HOWEVER, THE EMBASSY COULD NOT SUSTAIN A COMPARABLE CUT

IN MAINTENANCE FUNDS, AS THE ENTIRE ADMINISTRATIVE MACHINERY
OF THE POST WOULD BE MORE THAN FULLY EMPLOYED EVEN TO SUPPORT
90 PERCENT OF THE CURRENT STAFF.

WE SEE NO OTHER OPPORTUNITIES FOR SIGNIFICANT REDUCTIONS IN
EMBASSY EXPENDITURES OUTSIDE OF SALARY/ALLOWANCES/RENTS.
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